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MEMORANDUM FOR: Executive Director

FROM: Clair E. George
Director, Office of Legislative Liaison

SUBJECT: Career Opportunities for Women

1. Women in all the Directorates have had a tough row to hoe in what is essentially a man's world. Things have improved somewhat, and the pool of available female professional talent is larger now; but that being said, we still have big problems. This chart shows the dimensions.

Career
Service

Total
GS-14
GS-15
SIS

STAT

* Percentage of professionals who are female

**Actual number of female professionals

In case this doesn't make the problem clear, think on this: There are female professionals in CIA: are GS-15s, representing 2%; SIS--a resounding 0.4%. Or--while 24% of the Agency's professionals are female, only 2.4% of its supergrades are women. Or--a professional man is 42 times more likely to make supergrade than his female counterpart. For every 1,000 male professionals who EOD, 42 make supergrade; for every 1,000 female professionals, 1 does. Some career progression, right? Would you want to join this organization if you were a female seeking a career?

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2. Most of the problem is cultural--men dominate and tend to perpetuate the system.

- The DDS&T is unique because finding qualified professional female scientists and engineers is difficult, and the Directorate obviously will have trouble producing many female supergrades.
- The DO has never had much of a supergrade career path for women. Reports officers rarely make it even to GS-15 level, and the DO's lack of enthusiasm for lady case officers is still apparent.
- In the DA, a fair number of junior professional women are in places such as Personnel and Security. Until the advent of Don Wortman as DDA, however, they were not pushed into the kind of branch management that may take them higher. Their numbers are still not encouraging.
- A similar situation exists in the DI--which has a modest number of female GS-14 analysts and some GS-15 Branch and Deputy Division Chiefs. Considering the length of time that women professionals have served in the DI as well as the relatively large number of female analysts in the various offices, five supergrades does not seem to be very significant.

3. One reason, no doubt, for these discouraging statistics is that many of our supergrades are young, and few division chief jobs (the bulk of entry-level supergrade positions in most Directorates) are available. In fact, there is a large back-up of qualified 15s--including females--stuck in a very slow-moving queue, and there is a much larger number that can't even get in the queue because they are not in supergrade positions. For example, some women who have had the requisite quota courses, management experience, etc., are in senior staff jobs that either are deemed rotational or have no slots. The DI's policy (which I believe also applies to the DA) of not promoting people to supergrade unless they have been in a supergrade slot for at least a year obviously severely limits their upward prospects.

4. I believe the Agency has female managerial talent at the 13-15 level. What is needed is a high-level commitment to take extraordinary steps to push qualified females to the head of the line. Your memo talks of the assignment process as the major opportunity for women to demonstrate ability. If that is so, and provided that a woman's performance meets the standard that indicates she is fully qualified for a supergrade position, some way has to be found to promote her--regardless of slots, headroom, the length of the queue, or the parent career services. We need to set goals. Statistically, we need [] STAT female supergrades if they are to be represented in proportion to their numbers among the professional population. We have [] Even if we promoted 10 per year, it would take a decade to STAT catch up--assuming none retires. We only have [] GS-15s and STAT [] GS-14s. We need to identify and promote those who are STAT qualified--and to push others forward to form a larger pool for the future. Granted, this smacks of quotas and favoritism, and there are a lot of women who find being favored--as in patronized--unattractive. At the same time, those who are qualified should move forward into more challenging management jobs. Unless the Agency's senior management dares to break some rules and take a few chances, I fear that only a trickle of women will reach supergrade status. The trends and numbers are an embarrassment.

7a/ Clair E. George

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